
INFORMAL STAFF REPORT TO MAYOR AND CITY COUNCIL

SUBJECT:

Standardizing boards and commissions terms and streamlining related processes.

SUMMARY:

On September 9, Council Member Jill Jester presented a two-minute pitch to consider the standardization of board and commission terms, a review of meeting frequency and quorum challenges, and the exploration of software tools to support Council Members.

BACKGROUND:

The City of Denton relies on the valuable contributions of its residents through a network of 27 boards and commissions. These bodies provide meaningful opportunities for public engagement and help shape the City's decision-making processes.

Managed by the City Secretary's Office, with departmental staff serving as liaisons, these boards and commissions play an important role in our community. City Council Members nominate residents to serve, and the City Secretary's Office ensures eligibility before presenting the nominations to Council for approval.

In FY 2024-25, the City Secretary's Office conducted a comprehensive review of all boards and commissions. As a result, several improvements were implemented including a new board liaison training, enhanced tracking of meeting minutes and attendance, and overall increased efficiency.

The review also identified ongoing challenges, such as difficulty meeting quorum and persistent vacancies. These issues contributed to the dissolution of the Internal Audit Advisory Committee and a reduction in membership of the Community Services Advisory Committee. The review did not consider the appointment or nomination processes, membership terms, meeting frequency, or the need for additional software tools.

Following Council consensus on moving Council Member Jester's two-minute pitch forward, staff solicited feedback from board liaisons and department directors, while conducting a thorough review of the current boards and commissions processes, including the nomination and appointment process, term lengths and effective dates.

The following recommendations aim to improve consistency, transparency, and efficiency across all boards and commissions.

DISCUSSION:**Summary of Boards and Commissions:**

The City of Denton's network of 27 resident boards, commissions/committees is made up of 21 advisory boards, commissions, and committees, and 6 quasi-judicial boards, commissions, and

committees. Five of the 27 committees are required by state law and/or the City's Charter. The City Council participates in three Council committees, and 5 hybrid council-resident committees.

Requirements for service on the majority of resident boards or commissions include being 18 years of age or older, a resident of the City of Denton, and not being in arrears on any payments to the City. City Secretary's Office staff are responsible for the vetting of applicants prior to Council consideration.

Most board and commission members serve two-year terms, with a limit of three consecutive terms. However, a few boards have different term lengths and limits:

- Denton PD Chief of Police Advisory Board: 3-year terms, max of 2 consecutive terms
- Capital Improvements Advisory Committee: 4-year terms, max of 2 consecutive terms
- Civil Service Commission: 3-year terms, max of 3 consecutive terms (required by state statute)
- Public Utilities Board: 4-year terms, max of 3 consecutive terms

City Comparison

As part of our ongoing evaluation, staff reviewed the number of boards and commissions in several cities across the region. The data shown in **Exhibit 2** indicates that Denton maintains more boards than many other cities, which reflects our commitment to civic engagement, transparency, and community representation. However, it's important to note that a higher number of boards does not necessarily equate to stronger engagement or better outcomes. Meaningful civic engagement is best supported through boards and commissions with clearly defined purposes, manageable scopes of work, and adequate staff support.

Additionally, Denton's ongoing, year-round board and commission process is an outlier compared to many other cities. Most other cities follow a more structured approach, such as an annual board cycle, scheduled recruitment events, or coordinated onboarding timelines, which help streamline operations and improve consistency in member engagement.

Standardizing Board Terms

Currently, many board and commission terms begin and end in the fall, typically between August and October. However, inconsistencies in term start and end dates have created confusion and administrative challenges.

To address this, staff recommend aligning all board, commission, and committee terms to a uniform term cycle, beginning September 1 and ending August 31, which will closely align with the City's budget and strategic goal cycles.

For additional consistency, staff further recommend the following renewal structure:

- Even-numbered Council Places: Terms renew in even-numbered years
- Odd-numbered Council Places: Terms renew in odd-numbered years

Keeping with existing procedure, in the event of a vacancy occurring outside the regular term cycle, such as through an unexpected resignation or other extenuating circumstances, the position would be filled for the remainder of the unexpired term. This approach ensures that the established term cycle remains intact, preserving consistency across all boards, commissions, and committees while allowing for timely appointments as needed.

This approach will simplify term tracking, improve transparency, and ensure a more predictable and equitable appointment process across all boards and committees.

Recruitment and Application Process

The City currently operates a year-round application process for all boards, commissions, and committees. The City Secretary's Office accepts applications on a rolling basis, and, upon request, shares submitted applications with Council Members to assist in the nomination process.

If Council adopts the proposed changes to standardize term start dates (beginning September 1), the recruitment and application process could be streamlined into a more focused, time-bound cycle. Staff recommend establishing a defined annual application period from May 15 to July 15 each year.

This approach would:

- Allow staff to concentrate efforts during a specific period, improving efficiency and coordination.
- Enable a more strategic and targeted recruitment approach.
- Enhance public engagement through a coordinated outreach campaign.

To support this effort, the City Secretary's Office would collaborate with the Marketing and Communications team to develop a citywide informational campaign aimed at attracting a diverse pool of qualified applicants. Additionally, to bridge the gap between application periods, staff would develop a Boards and Commissions Interest Form that would be available year-round on the City's boards and commissions webpage. The form would require only basic contact information to be used to invite applications when the application period is active.

Nomination Process

Currently, the City Secretary's Office engages Council Members throughout the year to consider nominations for vacancies on boards, commissions, and committees. This rolling approach, while flexible, can lead to inconsistent timing and coordination.

With the proposed shift to a defined application period (May 15 – July 15), August would serve as a dedicated nomination month, providing Council Members a focused opportunity to work closely with the City Secretary's Office, review applications, and engage directly with applicants and potential nominees. This streamlined approach aims to foster more intentional outreach, improve transparency, and strengthen community involvement in the appointment process.

Nomination Process Options:

- **Individual Council Member Meetings:** The City Secretary's Office could schedule annual or biannual one-on-one meetings with each Council Member to:
 - Review current and upcoming vacancies
 - Discuss submitted applications
 - Facilitate the nomination process
- **Annual Council-Applicant Event:** Host a yearly event where applicants are invited to meet Council Members. This could take the form of:
 - A formal interview session, or
 - An informal meet-and-greet, depending on Council's preference and availability.

Staff recommend implementing individual Council Member meetings beginning in August 2026. Given the potential for reduced board membership and meeting frequency during the transition, staff does not recommend launching a public event in the first year. However, an annual event could be considered in future years once the new recruitment and appointment cycle is fully established.

Boards and Commissions Software

The City of Denton uses Granicus' Boards and Commissions software to manage board member information, vacancies, and applications. While the software offers a range of helpful features, it is currently not being used to its full potential.

Application Management: Applicants submit their materials directly through the online portal. Applications are stored in the system for six months, allowing staff to easily access and review submissions as needed.

Packet Feature: At this time, the packet feature within the software is not being utilized. This tool allows staff to compile multiple applications into a single PDF packet, which can then be shared with Council Members during the nomination process. Staff recommend implementing the packet feature in 2026 to improve the efficiency and consistency of the nomination process.

Attendance Tracking: The software includes functionality to track board member attendance and generate reports. However, this depends on accurate and timely data entry following each meeting. The City Secretary's Office recommends continuing to reinforce that board liaisons enter attendance data regularly and generate reports every six months. These reports can be shared with Council to support decisions regarding member participation and quorum challenges.

Additionally, attendance reports can be included with application packets during the onboarding process to give Council Members a more complete view of board activity and engagement.

These features are included in the existing Granicus Suite and would not require additional budgetary allocations. If the proposed modifications do not meet operational needs, staff will evaluate alternative software solutions that may require budgeting in future years.

Special Qualifications

Seven boards and commissions have additional membership qualifications or requirements, often involving professional experience or representation in relevant fields:

- Animal Services Advisory Committee
 - Required by state law. Membership must include:
 - One licensed veterinarian with a principal business address or residence in the City of Denton
 - One City official
 - One City of Denton Animal Shelter employee
 - One representative from an animal welfare organization
- Capital Improvements Advisory Committee
 - Required by state law. Membership must include:
 - At least 50% of the seven members must be representatives from the real estate, development, or building industries who are not employees or officials of a political subdivision or governmental entity
 - One member must be a resident and representative from the City of Denton's extraterritorial jurisdiction (ETJ)
- Discover Denton Advisory Board
 - Membership must include 13 voting members representing:
 - Three hotel/motel owners or general managers
 - Two entertainment venues or restaurants
 - Two attractions or events
 - One Denton Convention Center representative
 - One higher education representative
 - One Greater Denton Arts Council representative
 - One transportation representative
 - Two City Council members
- Economic Development Partnership Board
 - Membership must include representatives of the following organizations and/or industries:
 - One University of North Texas President or designee
 - One Texas Woman's University President or designee
 - One Aviation
 - Two City Council Members
 - Two Top 20 Taxpayers
 - Two Denton Chamber of Commerce
 - One Denton Black Chamber of Commerce
 - One Denton Hispanic Chamber of Commerce
 - Ex-officios: City Manager, Denton ISD Superintendent, Denton Chamber President
- Health and Building Standards Commission
 - Membership must include:
 - One general contractor
 - One architect or engineer
 - One representative from the plumbing industry

- One representative from the electrical industry
- Two individuals associated with the construction, development, or real estate industry
- One additional member
- Historic Landmark Commission
 - Required by state law. Membership must include five members with qualifications, professions, or affiliations in the following areas:
 - Architecture
 - Architectural history
 - Planning
 - Prehistoric and historic archaeology
 - Folklore, cultural anthropology, curation, conservation, or landscape architecture
- Sustainability Framework Advisory Committee
 - Membership should reflect academic, professional, occupational, or volunteer experience in one or more of the following areas outlined in the Sustainability Framework:
 - Air quality
 - Water
 - Energy
 - Transportation
 - Resiliency
 - Education
 - Solid waste
 - Land use

The vetting process for these qualifications has been inconsistent in the past, as the existing application process has lacked the appropriate questions or fillable fields for the applicant to provide their qualifications.

To better support the nomination process for boards requiring specific qualifications, the City Secretary has activated the resume requirement for all applicants. Resumes will assist both the City Secretary and board liaisons in evaluating eligibility and ensuring applicants meet the necessary criteria. For boards with qualification requirements, applicant resumes will be included in the application packets shared with Council Members.

To reduce unnecessary data storage, the City Secretary has submitted a ticket to Granicus to explore whether the resume requirement can be limited to only those boards that require specific qualifications.

In addition, for boards with specialized requirements, staff are working to implement a 500-word required essay as part of the application. This essay will allow applicants to explain how their education, qualifications, and professional experience align with the board's criteria. This enhancement will help liaisons, directors, and the City Secretary's Office more effectively identify

qualified candidates, especially in cases where resumes may not clearly convey relevant experience.

STAFF REVIEW OF ALL BOARDS, COMMISSIONS, AND COMMITTEES:

As part of the pitch response, staff conducted a comprehensive review of all boards, commissions, and committees. This included meeting with board liaisons, department directors, and other relevant staff to discuss each board's operations, challenges, and opportunities for improvement.

Staff were encouraged to share any barriers impacting their board's functionality and to propose potential solutions that could streamline processes or enhance engagement. A key focus of these discussions was to evaluate whether any committees may no longer be necessary or could operate effectively with reduced meeting frequency.

While staff have outlined recommendations below based on these conversations, any decisions regarding the dissolution of a board or changes to meeting schedules remain at the discretion of the City Council.

CITY COUNCIL COMMITTEES

The City has three committees made up of Council Members. In addition to their regular meetings, City Council members serve on these committees in order to provide staff with direction on specific topics of interest.

Agenda Committee

The Agenda Committee is tasked with reviewing the City Manager's proposed City Council agendas as to form and agenda content. The committee consists of the Mayor, Mayor Pro Tem, and the City Manager, and they meet the first Thursday of each month to review each month's Council agendas and pending Council items. No changes to the Agenda Committee are recommended at this time.

Committee on the Environment (COE)

The Committee on the Environment was created to review, discuss, deliberate, and consider environmental issues and resources and make recommendations to the Council. They may also deliberate and make recommendations regarding any other matter delegated to the Committee by the Council. In 2024, Council directed that the committee should meet as needed, instead of having a regular meeting schedule, as the committee has not had significant business to attend to. In 2025, Council did not refer a matter to COE and the committee has met for two planned meetings, and one additional meeting to complete the preceding meeting. Given that the environment is integrated into other committee discussions, COE's limited meeting schedule and minimal workload, Council may wish to consider dissolving the committee to better align resources with active and impactful boards.

Community Partnership Committee (CPC)

The Community Partnership Committee was created in 2020, with the replacement of the Hotel Occupancy Tax (HOT) and Sponsorship Committee for the purpose of monitoring allocation and use of both the hotel occupancy tax and sponsorship funds, ensuring HOT funds are being used to

directly enhance and promote tourism and hotel/convention industry, ensuring the sponsorship funds are being used to further a charitable cause, economic or community growth and serve a public purpose in the best interest of the general welfare of the City of Denton, recommend organizations to receive funding to the City Council, and other duties as assigned by the City Council. No changes are recommended at this time.

COUNCIL-RESIDENT HYBRID COMMITTEES (ADVISORY)

The City has seven committees consisting of both Council Members and residents. Each committee has a different make up of members, but all are advisory and not required by state or federal law.

Development Code Review Committee (DCRC)

The Development Code Review Committee was originally established by ordinance in 2018 as an ad hoc advisory body tasked with recommending updates to the City's Development Code, which had not been comprehensively revised since 2002. After completing its work and contributing to the adoption of the 2019 Development Code, the committee was dissolved at the end of that year. It was reestablished in October 2020 to assist with ongoing amendments and was designated a standing committee in March 2021.

The committee is composed of six voting members, three City Council Members and three Planning and Zoning Commissioners, both of which are bodies that ultimately approve Development Code amendments.

Since its members already serve on the decision-making bodies responsible for code changes, its ongoing role may be duplicative. Staff recommend that the committee either be dissolved entirely or returned to ad hoc status. If retained in an ad hoc capacity, Council should consider specifying that the committee only convene when formally directed to do so by the City Council for the purpose of reviewing or advising on specific code amendments. This approach would ensure the committee is activated purposefully and meets only when its input is needed, promoting efficiency and reducing redundancy.

Discover Denton Advisory Board

The Discover Denton Advisory Board was established in 2025 to support the City's tourism and convention efforts. Its purpose is to evaluate and recommend strategies that promote Denton as a premier destination, enhance collaboration with tourism-related entities, encourage new visitor attractions, and increase hotel/motel stays within the city.

The Discover Denton operations, including the oversight of the Discover Denton Advisory Board, will transition to an independent organization in early 2026. No modifications to the board are required.

Economic Development Partnership Board (EDPB)

The Economic Development Partnership Board was established in 2003 to provide policy guidance on economic development matters in partnership with the Denton Chamber of Commerce. Over time, its membership has expanded to include representatives from Denton ISD, the Black

Chamber of Commerce, and the Hispanic Chamber of Commerce, among others. The board currently includes 13 voting members with a wide range of qualifications, including Council Members, business leaders, and representatives from local educational institutions. It also includes three ex-officio members: the City Manager, the President of the Chamber, and the Denton ISD Superintendent.

EDPB is the only committee with a separate nominating committee each time a vacancy occurs. This additional step is not used by any other board or commission. To improve efficiency and better align with the City's broader boards and commissions framework, staff recommend eliminating the Nominating Committee process and utilizing the annual nominations process with all other boards and commissions. Additionally, staff propose restructuring the board to reduce its membership to seven, which is consistent with all other boards.

Downtown Economic Development Committee (DEDC)

The Downtown Economic Development Committee is a subcommittee of the Economic Development Partnership Board, created to support economic development efforts specific to Denton's downtown area. The committee is composed of 7 to 13 members, appointed by the Economic Development Partnership Board. Members must be downtown business or property owners, or representatives from adjacent community organizations such as the Denton Chamber of Commerce, Denton County, Texas Woman's University, Greater Denton Arts Council, and the Main Street Association.

Although the committee is scheduled to meet every other month, it frequently cancels meetings due to a lack of substantive business. In 2025, for example, the committee met only three times, despite being scheduled for six meetings. This pattern suggests that the committee's current structure and meeting frequency may no longer be aligned with its workload or purpose.

As the only major subcommittee within the City's boards and commissions structure, the Downtown Economic Development Committee is an outlier. Its scope overlaps significantly with other entities, and staff anticipate bringing forward a proposal to establish a Main Street Association Board under the City's purview. Should that board be created, it would likely serve a similar purpose and include many of the same stakeholders, resulting in duplication of effort and membership.

Staff recommend dissolving the Downtown Economic Development Committee and transitioning its functions to the anticipated Main Street Board. This change would streamline engagement with downtown stakeholders, eliminate redundancy, and provide a more focused and sustainable structure for supporting downtown economic development.

If Council does not wish to eliminate the subcommittee, staff recommend reducing its membership to seven to align with standard board composition practices and improve consistency across the City's boards and commissions.

Mobility Committee

The Mobility Committee was re-established in 2023 following the dissolution of the Traffic Safety Commission. It is composed of three City Council Members and two resident members, nominated by Council. The committee meets monthly and typically engages in lengthy discussions, often lasting one to two hours. Its charge includes advising the City Council on traffic safety, bicycle and pedestrian infrastructure, traffic control devices, and other mobility-related matters.

While the committee maintains a high volume of work and demonstrates strong engagement, staff have noted that discussions occasionally drift into operational territory rather than remaining focused on strategic advisement. To strengthen the committee's effectiveness and broaden its impact, staff recommend restructuring its membership to include external partners such as Denton ISD, Denton County, DCTA, and TxDOT. These entities are directly affected by the City's mobility decisions and would bring valuable perspectives and expertise to the committee's work. Transitioning to a partnership-based model would enhance regional coordination, improve strategic alignment, and ensure the committee remains focused on high-level policy guidance.

If Council does not wish to restructure the committee, staff recommend reducing its membership to three Council Members only, consistent with other Council committees. This would streamline operations while maintaining the committee's advisory role.

Tax Increment Reinvestment Zone (TIRZ) No. 1

The Tax Increment Reinvestment Zone No. 1 Committee was established in 2010 to oversee the administration of the zone and guide its development. The committee is responsible for preparing and adopting a project plan and financing plan for the zone, submitting those plans for formal adoption, and monitoring their implementation. The committee plays a key role in ensuring that tax increment financing is used effectively to support infrastructure improvements and economic development within the designated area.

TIRZ 1 is composed of seven members, 5 members and 2 Council Members, and is scheduled to meet every other month. The committee has maintained a consistent meeting schedule and continues to fulfill its responsibilities without operational concerns. Staff report that the current structure and cadence of the committee are appropriate for its scope and workload.

Additionally, if the Downtown Economic Development Committee is dissolved, staff recommend that TIRZ 1 serve as the sole scoring body for the Downtown Reinvestment Grant. This grant is exclusively available to businesses located within the TIRZ 1 and TIRZ 1A boundaries, making TIRZ 1 the most appropriate entity to evaluate and score applications.

Tax Increment Reinvestment Zone (TIRZ) No. 2

The Tax Increment Reinvestment Zone (TIRZ) No. 2 Committee was established in 2012 with responsibilities similar to those of TIRZ 1. The committee is charged with making recommendations concerning the administration of the zone, preparing and adopting a project and financing plan, submitting those plans for formal adoption, and monitoring their implementation.

TIRZ 2 shares much of its membership structure with the Economic Development Partnership Board, with the addition of two extra members. Meetings are held on an ad hoc basis, convening only when there is relevant business to address.

Because the proposed modifications to the Economic Development Partnership Board would directly affect the composition and structure of TIRZ 2, staff recommend revisiting the membership and meeting schedule of this committee once Council has provided direction on the broader board restructuring. Aligning TIRZ 2 with any approved changes will help ensure consistency and operational efficiency across related bodies.

RESIDENT ADVISORY BOARDS

Airport Advisory Board

The Airport Advisory Board was established by resolution in 1969 and most recently modified in 2020. The board provides guidance to the City Council on a wide range of airport-related matters, including safety, operations, infrastructure, land use, and long-term planning. It also plays a key role in reviewing lease amendments and assignment fees prior to Council consideration and supports public engagement efforts related to the Airport Business and Master Plans.

The board is composed of seven members, each nominated by a respective Council Member, and serves two-year terms. It meets monthly, typically for about an hour to an hour and fifteen minutes. While meetings may occasionally be canceled due to a lack of action items, the board generally meets as scheduled and has not experienced issues with quorum or member engagement.

Department staff report high satisfaction with the board's current structure, schedule, and level of participation. The board is considered an effective and valuable resource in supporting the City's airport operations and strategic planning.

Staff do not recommend any changes to the Airport Advisory Board at this time.

Animal Shelter Advisory Committee (ASAC)

The Animal Shelter Advisory Committee was established in accordance with the Texas Health and Safety Code, which requires municipalities operating animal shelters to maintain an advisory body. The committee must include at least one licensed veterinarian with a principal place of business or residence in Denton, one City official, one employee of the Denton Animal Shelter, and one representative of an animal welfare organization.

The committee currently meets bi-monthly (every other month), though it does not always have timely or substantive business to address. State law requires the committee to meet at least three times per year, and the current monthly schedule exceeds what is necessary to fulfill its statutory obligations.

To better align the committee's meeting schedule with its workload and legal requirements, staff recommend reducing the frequency of meetings from bi-monthly to quarterly. This adjustment

would allow for more focused and strategic discussions while maintaining compliance with state law.

Bond Oversight Committee

The Bond Oversight Committee was established to provide ongoing review and feedback on the progress of voter-approved bond projects. The committee meets quarterly to evaluate implementation, monitor timelines, and ensure transparency and accountability in the use of public funds.

While the committee serves an important role in maintaining public trust and oversight, staff recommend clarifying the qualifications for membership. Specifically, staff propose that future nominations give preference to members who have previously served on a Citizen Bond Committee. This would ensure that appointees have relevant experience and a foundational understanding of the bond development and approval process.

This adjustment would strengthen the committee's ability to provide informed feedback and maintain continuity between the planning and implementation phases of bond-funded initiatives.

Capital Improvements Advisory Committee (CIAC)

The Capital Improvements Advisory Committee was recently reestablished as a standalone committee in accordance with new state law. Its primary purpose is to advise the City on matters related to capital improvement planning and impact fees, ensuring compliance with statutory requirements and supporting long-term infrastructure development.

Because the committee was only recently reestablished, staff do not yet have sufficient operational data or feedback to recommend changes. As part of future boards and commissions reviews, staff will evaluate the committee's structure, effectiveness, and alignment with its statutory responsibilities and provide recommendations as needed.

Committee on Persons with Disabilities (COPWD)

The Committee on Persons with Disabilities was established in 2018 to advise the City on accessibility and accommodation across a range of projects and services. Its charge includes providing input on ADA-compliant sidewalk and crosswalk improvements, park development, signage enhancements, facility upgrades, and adaptive programming within Parks and Recreation. The committee also played a key role in the development of the City's ADA Transition Plan, which has since been adopted and is being implemented through multiple phases.

With many of the committee's original objectives now fulfilled and implementation efforts being reviewed by an internal ADA Liaison Group, its ongoing role has become less defined. The committee has also faced challenges in maintaining quorum and consistent engagement.

Staff recommend integrating the Committee on Persons with Disabilities into the existing ADA Liaison Group, allowing for more direct collaboration between staff and committee members. Under this model, the committee could convene with the ADA Liaison Group on a quarterly basis to provide input on accessibility-related initiatives. The ADA Liaison Group would continue to

meet separately from the committee on a monthly basis to ensure continuity of service and feedback. This approach would preserve the committee's advisory function while improving flexibility and operational efficiency.

Community Services Advisory Committee (CSAC)

The Community Services Advisory Committee was formed in 2021 through the consolidation of the Community Development Advisory Committee and the Human Services Advisory Committee, intended to streamline operations and unify the oversight of funding allocations across federal, state, and local sources. The committee's primary function is to evaluate and recommend how public resources should be distributed, using a structured allocation assessment process.

In early 2025, the committee's membership was reduced from eleven to seven. This adjustment was made in response to persistent quorum challenges and to better align with the composition of other city boards and commissions and has improved the committee's operational challenges.

The nature of the committee's work is inherently cyclical. Most of its activity occurs between September and May, coinciding with the annual funding cycle. During this period, the committee meets monthly and plays a critical role in reviewing applications, assessing community needs, and making funding recommendations. Outside of this window, meetings are often canceled due to a lack of actionable items.

Staff do not recommend any structural changes to the committee at this time. However, they do suggest formalizing the meeting schedule to reflect the committee's natural rhythm. Specifically, the recommendation is to continue monthly meetings during the active funding cycle (September through May) and allow for ad hoc meetings during the remainder of the year as needed. This approach would preserve the committee's flexibility while acknowledging the seasonal nature of its responsibilities.

Denton Police Department Chief of Police Advisory Board

The Chief of Police Advisory Board was established in 2020 by ordinance to provide structured community input on policing policies and practices in Denton. Its creation was part of a broader effort to enhance transparency, accountability, and public trust in law enforcement, particularly in areas involving use of force, racial profiling, and officer wellness.

The board's responsibilities are extensive and include reviewing departmental policies and training related to use of force—with a particular focus on de-escalation techniques—as well as evaluating practices around biased-based policing. It also analyzes related data and trends and advises on officer training and wellness initiatives. Additionally, the board serves as a conduit for community engagement, offering feedback on how the department can better serve diverse populations, including individuals with disabilities and members of the LGBTQ+ community.

Membership on the board is broad. It consists of 16 members, including:

- Seven residents, each nominated by a City Council Member.

- Five professionals, appointed by the City Manager, representing law enforcement and city administration.
- Up to five non-voting members, appointed by the Chief of Police, typically drawn from institutions such as UNT, TWU, and Denton ISD.

Despite its initial momentum, the board has recently faced challenges in maintaining quorum, and its role has become less defined since completing its original charge of reviewing the City's use of force policies. With fewer policy updates required, the frequency and structure of meetings have come under review.

Staff recommend reducing the board's meeting schedule from biannual to annual, with the flexibility of convening additional meetings at the discretion of the City Council, City Manager, or Chief of Police. This would allow for focused updates on data, trends, and any proposed policy changes. Additionally, staff suggest evaluating the board's size and considering a reduction in membership to improve efficiency and quorum attainment.

Library Board

The Library Board was established in 1984 to provide resident input and guidance on the operation of the City of Denton's library system. Its purpose is to advise on policies, programs, and services that support the library's mission and ensure it meets the evolving needs of the community.

The board is composed of seven members. The board meets monthly to discuss matters related to library operations, programming, and strategic planning. The board plays a key role in shaping the direction of library services, including recommendations on service and facility development, resource allocation, and community engagement initiatives.

Staff report a high level of satisfaction with its current structure, member engagement, and meeting schedule. The board has not experienced significant quorum issues and continues to function effectively.

Staff do not recommend any changes to the Library Board at this time. Its consistent performance and alignment with its original charge make it a model for other advisory bodies.

Parks, Recreation, and Beautification Board

The Parks, Recreation, and Beautification Board was established in 1999 to advise the City of Denton on matters related to community appearance, beautification, and the development and maintenance of parks and recreational facilities. Its scope includes recommendations on how to enhance the visual environment of the city, particularly at its entrances, and how to foster public engagement in beautification efforts.

The board is composed of seven members and meets monthly. According to staff feedback, the board is functioning effectively, with consistent engagement and satisfaction regarding its current operations. There are no reported issues with quorum or member participation.

Staff do not recommend any changes to the Parks, Recreation, and Beautification Board at this time. Its structure, meeting frequency, and contributions are aligned with its original mission and continue to serve the community well.

Public Arts Committee

The Public Arts Committee was created to advise the City on matters related to public art, including the commissioning, placement, and maintenance of artworks, as well as oversight of cultural districts. The committee consists of nine members and meets bi-monthly. Over time, the scope of the committee has become somewhat unclear, and members have occasionally proposed artistic concepts that exceed the City's operational capacity or available resources.

Given these challenges, Council could consider phasing out the committee and approaching the Greater Denton Arts Council (GDAC) about assuming a similar initiative. As GDAC is contracted with the City, this transition could be explored as part of future contract discussions. Additionally, GDAC is likely in a stronger position to facilitate community-driven art initiatives, given its established infrastructure, professional expertise, and deep connections within the local arts community.

This approach would allow the City to continue fostering public art in a more sustainable and focused manner, while maintaining Council's ability to influence City art projects through bond initiatives and the allocation of Hotel Occupancy Tax (HOT) funds, of which GDAC is a recipient.

Public Utilities Board (PUB)

The Public Utilities Board was originally created in 1976 and later modified in 1999 and 2006. It is one of the few boards included in the City Charter, which gives it a formal and enduring role in Denton's governance structure. The board is tasked with reviewing utility budgets and making recommendations on a wide range of utility-related matters, including capital projects, rate structures, and the issuance of utility bonds. It also has the authority to expend funds on public information and advertising related to utilities. The board is composed of seven members, each serving four-year terms, and it meets twice a month.

Staff are planning to implement minor operational modifications in the upcoming year to enhance strategic alignment. Following these changes, staff recommend reviewing the board for any additional areas of improvement. The board is required in the City Charter, so changes to its structure or responsibilities would require a Charter amendment, a process that can only occur once every two years and must be approved by voters.

Sustainability Framework Advisory Committee (SFAC)

The Sustainability Framework Advisory Committee was established in 2020 to advise the City Council on the implementation of Denton's Sustainability Framework. In 2021, the Sustainability Framework Fund was established with expenditures guided by an annual work plan recommended by the Sustainability Framework Advisory Committee. The committee was envisioned as a resident-led body to help guide the City's environmental and sustainability initiatives.

While the committee is set for monthly meetings, it has struggled to maintain quorum over the past several years. Currently, there are two vacancies that directly impact its ability to conduct business.

To address these challenges, staff recommend modifying the committee's set meeting schedule from monthly to bi-monthly. This change would allow for more substantive discussions while still supporting the committee's annual work plan recommendation. Special-called meetings to address demands will be used as needed. Additionally, if Council determines that the committee is no longer the most effective structure for this work, staff suggest considering the formation of an annual taskforce or working group to maintain the City's commitments to sustainability and ensure continued work plan review for the Sustainability Framework Fund.

QUASI-JUDICIAL BOARDS

The City operates six quasi-judicial boards that are required by state law and/or the City's Charter. Each quasi-judicial board holds decision-making authority within its designated scope.

Board of Ethics (BOE)

The Board of Ethics was established in 2018 by ordinance to enforce the City's Ethics Ordinance. Its responsibilities include reviewing complaints related to ethical conduct, issuing and enforcing limited subpoenas to compel testimony or document production, and making recommendations to the City Council on amendments to the ordinance.

The board is composed of seven members, each nominated by a respective Council Member, and serves two-year staggered terms. Meetings are held monthly, though the frequency of business varies depending on the volume of complaints or ordinance-related matters. When not actively reviewing complaints or proposed amendments, the board's workload can be minimal.

Given the inconsistent flow of business, staff recommend modifying the meeting schedule from monthly to bi-monthly or quarterly. This adjustment would better align the board's meeting frequency with its actual workload while preserving its ability to respond promptly when needed.

Civil Service Commission

The Civil Service Commission was established pursuant to Chapter 143 of the Texas Local Government Code, which governs civil service systems for police and fire departments in participating municipalities. Chapter 143 requires the maintenance of a Civil Service Commission to administer and oversee statutory civil service process.

The Commission is responsible for approving hiring and promotional eligibility lists, hearing appeals related to disciplinary actions, reviewing promotional exam challenges, and adjudicating other matters expressly authorized under Chapter 143. The Commission functions as a quasi-judicial body and its authority is limited to matters defined by state law.

The commission is composed of three members, selected by the City Manager and appointed by the City Council, each serving staggered three-year terms. Meetings are generally scheduled monthly but may be canceled during periods when no agenda items are pending. Regular meetings

typically last under an hour, while appeal hearings can extend several hours depending on the complexity of the case.

Staff report a high level of satisfaction with the Commission's current structure, meeting cadence, and member engagement. The Commission is operating effectively and fulfills a legally required role under state law.

No structural or governance modifications are recommended, as the Commission's existence, composition, and core responsibilities are prescribed by Chapter 143 of the Texas Local Government Code.

Health and Building Standards Commission (HABSCO)

The Health and Building Standards Commission was originally created in 1999 as the Construction Advisory and Appeals Board and was renamed in 2010. It is one of the few boards required by the City Charter, giving it a formal and legally mandated role in the City's governance.

The commission is composed of nine members, seven voting members and two alternates. To the extent that persons are available within the city, the commission shall consist of one (1) general contractor, one (1) architect or engineer, one (1) person from the plumbing industry, one (1) person from the electrical industry, two (2) individuals who are associated with the construction, development or real estate industry, and an additional member.

The commission is tasked with hearing appeals of orders, decisions, or determinations made by the Building Official, Code Official, or Fire Marshal. These appeals can range from building code interpretations to enforcement actions, making the commission's work highly technical and case-driven.

Currently, HABSCO meets monthly, although meetings are sometimes canceled due to a lack of active appeals or cases. Based on recent trends, staff report that a bi-monthly schedule would still allow the commission to fulfill its responsibilities in a timely manner while reducing unnecessary meetings.

Historic Landmark Commission (HLC)

The Historic Landmark Commission was established in 1980 and updated most recently in 2022 to align with the requirements of the National Park Service's Certified Local Government (CLG) program, administered by the Texas Historical Commission. Participation in the CLG program enables the City to receive federal and state funding for historic preservation efforts.

As part of the CLG requirements, at least five members of the commission must meet professional qualifications in fields such as:

- Architecture
- History
- Architectural History
- Planning

- Archaeology
- Folklore
- Cultural Anthropology
- Curation
- Conservation
- Landscape Architecture

While these qualifications were formally adopted in 2022, the City has faced challenges verifying that existing members meet the required standards—particularly for long-serving members whose qualifications may not be clearly documented. To address this, staff have implemented a 500-word summary requirement for new applicants to describe how their education and experience align with the CLG criteria.

The commission consists of seven members meeting monthly to review matters related to historic preservation, including landmark designations and alterations to historic properties.

No structural changes are recommended at this time, though staff will continue to monitor compliance with CLG requirements and ensure that future appointments meet the necessary qualifications.

Planning and Zoning Commission (P&Z)

The Planning and Zoning Commission was created in 1976 and updated in 1999 and 2006. It serves as one of the City's primary quasi-judicial bodies, responsible for reviewing and making decisions or recommendations on a wide range of development-related matters. These include:

- The Comprehensive Plan
- The Development Code
- Zoning regulations and changes
- Platting
- Long-range planning
- Other development policies as required by state law or City Council policy

The commission is composed of seven resident members and meets biweekly, holding both work sessions and regular meetings. Given the volume and complexity of development activity in Denton, the commission maintains a consistent and active schedule.

Staff report that the commission is functioning effectively and that its current structure and meeting frequency are appropriate for the scope of its responsibilities.

No modifications are recommended for the Planning and Zoning Commission at this time.

Zoning Board of Adjustment (ZBA)

The Zoning Board of Adjustment was established in 1969 to provide a formal avenue for residents to appeal zoning decisions and Development Code interpretations made by the Director. The board also considers requests for variances from the City's zoning and sign regulations and makes final decisions regarding the reestablishment or termination of nonconforming uses within the city.

As a quasi-judicial body, the ZBA plays a critical role in ensuring that zoning regulations are applied fairly and that exceptions are granted only when justified by unique circumstances. The board meets monthly, although meetings are sometimes canceled due to a lack of cases and lack of quorum. Based on recent trends, staff report that a bi-monthly or quarterly meeting schedule would still allow the commission to fulfill its responsibilities in a timely manner while reducing unnecessary meetings.

NEW BOARD ANTICPATED IN 2026

Main Street Board

With the dissolution of the Main Street Association, its responsibilities are currently being transitioned between the City of Denton and the Downtown Denton Foundation. As part of this transition, the Main Street Association Board will dissolve, and a new committee will be created as the Main Street Board, which will be managed directly by the City.

One of the key drivers behind this change, and the broader consolidation of both the DEDC and the Main Street Association Board, is the City's contractual relationship with Main Street America and the Texas Main Street Program. These contracts are held by the City, not by the nonprofit entities.

When the Main Street Manager position was moved under City management, Denton became contractually obligated to establish and maintain a Main Street City Board. This restructuring ensures compliance with program requirements and aligns oversight with the City's operational responsibilities.

With the creation of the Main Street Board and the dissolution of the Downtown Economic Development Committee (DEDC), downtown stakeholders will experience a slight transition in structure. However, they will continue to be represented and have a seat at the table through the new board framework. This change is designed to maintain strong engagement while aligning with the City's contractual obligations and streamlining downtown development efforts.

SUMMARY:

The City of Denton conducted a comprehensive review of its 27 boards and commissions to address challenges related to inconsistent term cycles, quorum issues, and inefficiencies in recruitment and nomination processes. The report recommends standardizing term dates, streamlining application and nomination cycles, and leveraging existing software tools to improve transparency and operational efficiency. Key proposals include:

- Standardizing Terms: Align all board and commission terms to a uniform cycle (September 1–August 31) with renewals based on even/odd Council places.
- Recruitment & Nomination: Shift from year-round applications to a defined annual cycle (May 15–July 15), followed by an August nomination period.
- Software Utilization: Fully implement Granicus features for application packets and attendance tracking.

- Membership Qualifications: Require resumes and a 500-word essay for boards with specialized qualifications.
- Structural Changes: Dissolve or restructure certain committees to reduce redundancy, improve efficiency, and align with workload.
- Meeting Frequency Adjustments: Modify schedules for boards with minimal business to better match operational needs.
- New Board Creation: Establish a Main Street Board in 2026 to comply with contractual obligations and streamline downtown development efforts.

These changes aim to enhance consistency, transparency, and engagement while reducing administrative burdens.

Proposed Changes by Board/Committee

Board/Committee	Proposed Change
Agenda Committee	No changes recommended.
Committee on the Environment (COE)	Consider dissolution due to minimal workload and overlapping responsibilities.
Community Partnership Committee (CPC)	No changes recommended.
Development Code Review Committee	Dissolve or return to ad hoc status; convene only when directed by Council.
Discover Denton Advisory Board	No changes at this time (transition out of City in early 2026).
Economic Development Partnership Board (EDPB)	Eliminate nominating committee; reduce membership to 7.
Downtown Economic Development Committee (DEDC)	Dissolve and transition functions to new Main Street Board; if retained, reduce membership to 7.
Mobility Committee	Restructure to include external partners (Denton ISD, Denton County, DCTA, TxDOT); if not, reduce to 3 Council Members only.
Tax Increment Reinvestment Zone (TIRZ) No. 1	No structural changes; assume scoring responsibility for Downtown Reinvestment Grant if DEDC dissolved.
Tax Increment Reinvestment Zone (TIRZ) No. 2	Revisit membership and meeting schedule after EDPB restructuring.
Airport Advisory Board	No changes recommended.
Animal Shelter Advisory Committee	Reduce meeting frequency from monthly to quarterly.
Bond Oversight Committee	Clarify qualifications: future members should have prior Citizen Bond Committee experience.
Capital Improvements Advisory Committee (CIAC)	No changes at this time (recently reestablished).
Committee on Persons with Disabilities (COPWD)	Integrate into ADA Liaison Group; meet quarterly with liaison group.

Community Services Advisory Committee (CSAC)	Formalize meeting schedule: monthly Sept–May; ad hoc remainder of year.
Chief of Police Advisory Board	Reduce meeting frequency from biannual to annual; consider reducing membership size.
Library Board	No changes recommended.
Parks, Recreation, and Beautification Board	No changes recommended.
Public Arts Committee	Consider phasing out and transferring responsibilities to Greater Denton Arts Council.
Public Utilities Board (PUB)	No changes recommended (City Charter board).
Sustainability Framework Advisory Committee (SFAC)	Reduce meeting frequency from monthly to bi-monthly; consider annual taskforce if quorum issues persist.
Board of Ethics (BOE)	Reduce meeting frequency from monthly to bi-monthly or quarterly.
Civil Service Commission	No changes recommended (state law requirement).
Health and Building Standards Commission (HABSCO)	Reduce meeting frequency from monthly to bi-monthly
Historic Landmark Commission (HLC)	No structural changes; continue enforcing qualification compliance.
Planning and Zoning Commission (P&Z)	No changes recommended.
Zoning Board of Adjustment (ZBA)	Reduce meeting frequency from monthly to bi-monthly
Main Street Board (New)	Establish new City-managed board to replace Main Street Association Board.

NEXT STEPS:

To advance the proposed recommendations, staff recommend forwarding this pitch to the Agenda Committee for consideration and placement on an upcoming City Council Work Session calendar. This will provide Council Members with an opportunity to review the proposed changes, discuss potential impacts, and provide formal direction on the future structure and processes of the City's boards and commissions.

ATTACHMENTS:

- Exhibit 1 – Boards and Commissions Summary Spreadsheet
- Exhibit 2 – Peer City Comparison Spreadsheet

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REQUESTOR: Council Member Jill Jester

STAFF TIME TO COMPLETE REPORT: 120 hours

PARTICIPANTS: All Departments

Name	Ex Officio Members (non-voting)	Type	Description	Composition	Member Size	Enacting Legislation (Including amendments thereto, as applicable):	Term Length	Term Limit	Member Minimum	Member Make-up	Special Qualifications:	Frequency of mtgs	Quorum Issues
Agenda Committee	None	Advisory	Reviews the City Manager's proposed City Council agendas as to form and agenda content.	Council	3	Ordinance 2016-197	1 Years	0	Council member	Mayor, Mayor Pro Tem, City Manager	None	Monthly	No
Airport Advisory Board	None	Advisory	Advises on matters relative to airport safety, flight and ground operations, safety and security issues arising from the creation and development of long-term master plans tenant/stakeholder outreach the Airport Business Plan and the Airport Master Plan airport infrastructure improvement or other major projects impacting the airport grant funding for the airport and long-term financial planning and budgetary issues affecting the airport.	Resident	7	Resolution adopted September June 24, 1969 (resolutions not numerically numbered at that time); Ordinance Nos. 87-112, 97-299, and 2011-055; further referenced in Ordinance No. 20-240; §3-2 of the Denton Code of Ordinances. Ordinance 21-2122 (repeals and replaces previous Chapter 3, removes all reference to Council Airport Committee)	2 Years	3	18 yrs old; Denton resident; no debt owed to City	7 Citizen voting members	None; but should not be a lease holder or have business at/with the airport	Monthly (unless mtg canc. by Chair after consult. W. City Mgr)	
Animal Shelter Advisory Committee	None	Advisory	Assists the City in complying with the provisions of the Animal Shelter Act and makes recommendations regarding methods and procedures necessary to ensure compliance with the Act.	Resident	7	Ordinance Nos. 89-1115, 96-166, 2000-460 and 2006-330; Ord. 24-730 (* replaces chapter 6 entirely); §6-6 of the Denton Code of Ordinances; §823.005 of the Texas Health & Safety Code	2 Years	3	18 yrs old; Denton resident; no debt owed to City	7 Members with 3 residents and 4 fulfilling a specific qualification	* 1 licensed vet. with principal business address or personal residence in City of Denton; * 1 City official; * 1 City of Denton Animal Shelter employee; * 1 Rep of animal welfare organization	Quarterly	No
Board of Ethics	None	Quasi-Judicial	Enforces the Ethics Ordinance, issues and enforces limited subpoenas to compel attendance of witnesses and the production of testimony, evidence, and/or documents as is reasonably relevant to complaints regarding violation of the ethics ordinance. Makes recommendations on amendments to the ordinance.	Resident	7	Ordinance Nos. 18-757 and 18-1043; Ord 22-1245, then Ord 23-1165 (chapter 2 repealed & replaced entirely); Ord 23-2251 (Section 2-277 replaced); Ord 23-2324 (changed to "Rules of Procedure" in Ch.2, Article XI, Section 2-277(k) - removing references to Alt. members). §2-277 of the Denton Code of Ordinances	2 Years	3	18 yrs old; Denton resident; no debt owed to City	7 Citizen voting members	None	Monthly	No
Bond Oversight Committee	None	Advisory (Ad Hoc)	Serves to ensure efficiency, equity, timeliness, and accountability in the implementation of the City's voter approved General Obligation (GO) bond program; monitors the City's plans relating to the issuance of bonds and the implementation of projects approved in bond election, including the annual appropriation of bond funds, and any changes in the amount of bond funds issued or cash commitments made, assess current City facilities and needs, prioritize proposals, and make recommendations to the City Council.	Resident	7	Resolution 19-2886; Resolution 21-1507 (changes to manner in which members are appointed)	6 Years	N/A	18 yrs old; Denton resident; no debt owed to City	7 Citizen voting members	None	Quarterly	Yes
Capital Improvements Advisory Committee AFTER 9/1/25	None	Advisory (Ad Hoc)	Advises and assists the City Council in adopting land use assumptions; reviews the capital improvements plan and files written comments; monitors and evaluates implementation of the capital improvements plan; files semiannual reports with respect to the progress of the capital improvements plan and reports to the City Council any perceived inequities in implementing the plan or imposing the impact fee; and advises the City Council of the need to update or revise the land use assumptions, capital improvements plan, and impact fee.	Resident	8	Ordinance 25-1955 (adopted 11/18/2025) repealed Ord 2015-109 & Ord 2018-411	4 Years	2 terms	2 year Denton resident; 21 years of age or older	8 members: 7 Council appointed, 1 rep from ETJ	At least 50% of 7 members to be representatives of the real estate, development, or building industries who are not employees or officials of a political subdivision or governmental entity, & 1 member a resident & representative from the extraterritorial jurisdiction (ETJ) of the City of Denton	As Needed	
Civil Service Commission	None	Quasi-Judicial	QUASI-JUDICIAL Ensures compliance with Chapter 143 of the Texas Local Government Code governing police and fire, approves eligibility hiring lists and holds hearings, upon appeal, on matters of promotions, performance, reclassifications, and other civil service issues.	Resident	3	Chapter 143 of the Texas Local Government Code	3 Years	3	18 yrs old; Denton resident; no debt owed to City	3 Citizen voting members	None	As Needed	

Name	Ex Officio Members (non-voting)	Type	Description	Composition	Member Size	Enacting Legislation (Including amendments thereto, as applicable):	Term Length	Term Limit	Member Minimum	Member Make-up	Special Qualifications:	Frequency of mtgs	Quorum Issues
Committee on Persons with Disabilities	None	Advisory	Advises the City in those areas of committee interest, including but not limited to, disability concerns such as accessibility and accommodations for City project and activities. Some of the specific projects may include the following: (a) construction of new sidewalks, ramps, and crosswalk features; (b) replacing and repairing existing sidewalks, ramps, and crosswalk features; (c) the creation of an ADA Transition Plan; (d) the planning and development of an adaptive/handicap accessible park; (e) providing guidance on incorporating new or enhanced signage at the City facilities; (f) advise on improvements for new and existing city facilities; (g) providing input on parking lot rehabilitation projects; (h) providing input for improving City operations (i) providing input for improving the operation of other entities; and (j) providing input on Parks and Recreation adaptive activities.	Resident	7	Resolution R2007-030, was repealed by Resolution 18-1741	2 Years	3	18 yrs old; Denton resident; no debt owed to City	7 Citizen voting members	None	Every other month	
Committee on the Environment		Advisory	Reviews, discusses, deliberates, and considers environmental issues and resources and makes recommendations to the City Council. Also deliberates and make recommendations regarding any other matter delegated to the Committee by the City Council.	Council	3	Resolution R2009-015	1 Years	Remains until replaced, or no longer serving on Council	Council member	3 currently sitting Council Members	None	As needed	Yes
Community Partnership Committee		Advisory	Monitors allocation and use of both the hotel occupancy tax and sponsorship funds, ensuring HOT funds are being used to directly enhance and promote tourism and hotel/convention industry, ensuring the sponsorship funds are being used to further a charitable cause, economic or community growth and serve a public purpose in the best interest of the general welfare of the City of Denton. Recommends organizations to receive funding to the City Council.	Council	3	Resolution R2009-015; Resolution R18-1710; Resolution 20-1471	1 Years	Remains until replaced, or no longer serving on Council	Council member	3 currently sitting Council Members	None	Monthly	No
Community Services Advisory Committee		Advisory	Advises the City Council on programs, services, and use of public resources to address complex social problems such as economic instability, housing, homelessness, and meeting community service needs.	Resident	7	Resolution 21-979; Resolution 25-194 reduced size of board members 7	2 Years	3	18 yrs old; Denton resident; no debt owed to City	7 Citizen voting members	None	Monthly	Yes - in July & Aug
Denton Police Department Chief of Police Advisory Board	The Chief of Police may, at his discretion, appoint up to five (5) non-voting members from other organizations, such as the UNT, TWU, and DISD	Advisory	Assists with review, gathering of community input, and establishing clear findings, conclusions and achievable recommendations that promote the use of best practices in the use-of-force policies and training for the Denton Police Department.	Residents, staff, advisors	11 (vote) + 5	Ordinance No. 24-007; Ordinance No. 20-2085; 23-177 of the Denton Code of Ordinances	3 Years	2	18 yrs old; Denton resident; no debt owed to City; agree to submit to a criminal background check	7 Citizen voting members (Council-selected); 4 voting members appntd by City Mgr as follows: 1 Denton PD officer; 1 Denton Police Officers Association member; 1 Denton Municipal Police Assoc. member; 1 member from City Mgr's Office.	* CANNOT be a City of Denton employee; * CANNOT be an elected office for the City of Denton; * CANNOT have served as a City Official two years prior to their date of appt. to the board; * CANNOT have served on the Denton City Council in the past two years; * CANNOT currently be employed by or a retired employee of a law enforcement agency (local, county, state, tribal, or federal) or have an immediate family member currently employed by a law enforcement agency; * CANNOT have pending litigation against the City of Denton or any of its employees, nor any financial interest in pending litigation against the City; * CANNOT have a felony conviction or one pending; * CANNOT have Class A or B misdemeanor convictions in the last 5 years, or any pending; * MUST sign a confidentiality agreement to not disclose confidential information privy to as a board member to anyone other than other board members or authorized persons on the Advisory Board, a violation of which is cause for removal from the board and possible criminal prosecution; * MUST agree to attend required training and board meetings either in person or through electronic medium.	Per Ord 24-007, at least twice per year and more often if needed.	Yes
Development Code Review Committee	None	Advisory	The Development Code Review Committee is hereby established as a standing City Committee to review proposed Denton Development Code amendments and make recommendations to the Planning and Zoning Commission and the City Council regarding proposed Denton Development Code amendments.	Hybrid	3 Council + 3 P&Z	Ordinance 21-647 enacted April 6, 2021	2 Years	3	18 yrs old; Denton resident; no debt owed to City	6 voting members: 3 City Councilmembers and 3 Planning and Zoning Commissioners		As needed/called by Council/City Mgr. (currently 2X/month)	

Name	Ex Officio Members (non-voting)	Type	Description	Composition	Member Size	Enacting Legislation (Including amendments thereto, as applicable):	Term Length	Term Limit	Member Minimum	Member Make-up	Special Qualifications:	Frequency of mtgs	Quorum Issues
Discover Denton Advisory Board	Yes-6	Advisory	Discover Denton Advisory Board created to monitor, evaluate, report & make recommendations on the resources needed to pursue, secure, and promote conventions & tourism to the city, foster cooperative efforts with tourism-related entities, to encourage the establishment of additional visitor attractions, review advertising programs encouraging visitors to the City, provide recommendations that display Denton as a premier destination, & generate maximum hotel/motel stays in Denton	Residents	13 voting members + 6 ex-officio (to include Mayor & City Manager)	Resolution 25-191, approved Feb 18, 2025	1 Year		18 years old; but not required to be Denton voters or residents	13 voting members + 6 non voting ex-officio members (Mayor of Denton or their designee, City Manager or their designee, Denton Chamber of Commerce Board of Directors Chair, President of the Denton Chamber of Commerce, the Denton Chamber of Commerce Director of Strategic Partnership, and the Downtown Development/Main Street Coordinator.	The 13 voting members must include: 3 Hotel/Motel Owners or General Managers, 2 Entertainment/Venues/Restaurants, 2 Attractions/Events, 1 Denton Convention Center, 1 Higher Education, 1 Greater Denton Arts Council, and 1 Transportation, and 2 City Council Members.		
Economic Development Partnership Board	City Manager, or his designee; Denton Chamber President; and Superintendent of Denton Independent School District	Advisory	Provides economic development policy guidance and makes recommendations to the City Council and Chamber of Commerce; reviews, considers and makes recommendations to the City Council regarding Airport Branding and Marketing to support the implementation of the Denton Airport Business Plan; reviews, considers and makes recommendations to the City Council regarding Denton Municipal Airport incentive policies as assigned by the City Council or requested by the City Manager; and acts as a recommending body to the City Council for specific airport economic development incentives as assigned by the City Council or requested by the City Manager and permitted by City and State law.	Hybrid	2 Council + 10 + 2 Ex-Officio + Ad hoc ex-officio (City Mgr, Chamber president, DISD Super)	Resolution 22-1672; Ordinance 2017-203; §2.251 of the Denton Code of Ordinances	2 Years	3	18 years old; no debt owed to City; members must live or work in the City of Denton, except ex-officio members	2 Council Members; 2 members of Denton Chamber of Commerce; 2 members associated with a top twenty City of Denton ad valorem or sales tax payer; 1 member nominated by Denton Black Chamber of Commerce; 1 member nominated by Denton Hispanic Chamber of Commerce; the President or designated UNT faculty/staff (Ex-officio member); the TWU President or designated TWU faculty/staff (Ex-officio member)	* 1 member with knowledge/experience in general aviation-related matters & no financial interest in matters at the Airport; * 1 member with specific knowledge skills and abilities to assist in all or any one of the functions & responsibilities of the EDP Board	Monthly	No
Health & Building Standards Commission	City Building Official	Quasi-Judicial	Hears and decides appeals of orders, decisions or determinations made by the Building Official, Code Official, or Fire Marshal relative to the application and interpretation of the requirements of the Code of Ordinances and all other applicable codes of/adopted by the City of Denton. Members are appointed by City Council for a term of 2 years commencing July 1st of the year appointed.	Residents	7 + 2 Alt.	Ordinance Nos. 99-098 and 2010-133; 82-261 of the Denton Code of Ordinances	2 Years	3	18 yrs old; Denton resident; no debt owed to City	6 specialized members, 1 additional member, 2 Alt. members	1 general contractor; 1 architect or engineer; 1 person from plumbing industry; 1 person from electrical industry; 2 associated with the construction, development, or real estate industry; 1 additional member	Monthly	No
Historic Landmark Commission	Director of Planning; City Building Official; and Chairman of the County Historical Commission	Quasi-Judicial	Makes recommendations on those buildings, structures, sites, districts, and areas in the city that the Commission has determined should be preserved and designated as historic landmarks. The Commission also regulates design review for designated properties and districts.	Residents	7	Ordinance No. 80-030; §35.4.3 of the Denton Development Code; Ordinance No. 22-286	2 Years	3	18 yrs old; Denton resident; no debt owed to City	5 specialized members + 2 additional members	5 members (either in qualification, profession or membership) representing 1 of each of the following: Architecture, Architectural History, Planning, Prehistoric and Historic Archaeology, Folklore, Cultural Anthropology, Curation, Conservation, Landscape Architecture.	Monthly	
Library Board	None	Advisory	Makes recommendations on operating policies and programs for the operation of the City's library system.	Residents	7	Ordinance 84-162; §2-176 of the Denton Code of Ordinances	2 Years	3	18 yrs old; Denton resident; no debt owed to City	7 Citizen voting members	None	Monthly	
Mobility Committee	None	Advisory	The Mobility Committee provides information, advice, and makes recommendations to City Council on traffic safety, education, and publicity; ways and means of improving traffic conditions, safety for motor vehicles, improving bicycle and pedestrian safety, implementation of traffic control devices, or other matters assigned to the Mobility Committee.	Hybrid	3 Council + 2	1/9/2024 Ordinance 23-2465 establishing Mobility Advisory Committee, dissolving Resolution R2009-015 Mobility Committee	2 Years	Resident members serve at pleasure of the Council, until replaced; Council Members must be currently serving.	18 yrs old; Denton resident; no debt owed to City	Two Denton residents, appointed by the City Council, and 3 City Council Members	none	Monthly	
Parks, Recreation & Beautification Board	None	Advisory	Makes recommendations on issues related to community appearance, beautification, and the environment of the City and the entrances into the City. Charged with stimulating public interest in the development and maintenance of parks and playgrounds and a well-rounded community-wide program that promotes close cooperation between the City and citizens so that all park and recreational facilities are used to their maximum benefit.	Residents	7	Ordinance Nos. 99-219; 2000-436; 2006-105; 2013-207; 2019-1156; Chapter 22 repealed entirely by Ord 2022-2070; §11.02 of the Denton City Charter	2 Years	3	18 yrs old; Denton resident; no debt owed to City	7 Citizen voting members	None	Monthly	Yes
Planning & Zoning Commission	None	Quasi-Judicial	Makes decisions or recommendations regarding the Comprehensive Plan, Development Code, zoning regulations, long-range planning, zoning changes, platting, and other development-related policies as required or permitted by State law or Council policy.	Residents	7	Ordinances Nos. 76-12, 99-057, and 2006-232; §10.02 of the City Charter; also referenced in §2.3.3 of the Denton Development Code.	2 Years	3	18 yrs old; Denton resident; no debt owed to City	7 Citizen voting members	None	Twice per month	No

Name	Ex Officio Members (non-voting)	Type	Description	Composition	Member Size	Enacting Legislation (Including amendments thereto, as applicable):	Term Length	Term Limit	Member Minimum	Member Make-up	Special Qualifications:	Frequency of mtgs	Quorum Issues
Public Art Committee	Parks & Rec Director, Ec. Develop. Director, Greater Denton Arts Council Exec. Director	Advisory	Makes recommendations on the commissioning, placement, and installation of public art implementation of funding mechanism(s) for public art effective and efficient management of public art ongoing maintenance of public art and the accessioning, deaccessioning, re-siting of public art and oversight of cultural districts.	Residents	9	Ordinance Nos. 2006-105, 2013-207, 2019-1156 and Ordinance 2022-2070; 822-6 of the Denton Code of Ordinances	2 Years	3	18 yrs old; Denton resident; no debt owed to City	2 GDAC (CC appointed), 1 GDAC Ex-officio; 7 residents	None	Every other month	
Public Utilities Board	City Manager and Director of Utilities	Advisory	Reviews the department of utilities budget and makes recommendations in the format required by the City Manager. The Board is authorized to expend funds for information and advertising. All matters relating to utility policies, capital projects, rates, and the sale and issuance of utility bonds are submitted to the Board for review and recommendation prior to Council consideration. Members are appointed by City Council for a term of 4 years commencing September 1st of the year appointed.	Residents	7	Ordinance Nos. 76-12, 99-057, and 2006-232; §12.07 of the City Charter	4 Years	3	18 yrs old; Denton resident; no debt owed to City	7 Citizen voting members	None	Twice per month	No
Sustainability Framework Advisory Committee	None	Advisory	The charge for the Sustainability Framework Advisory Committee shall be to advise the City Council on the implementation of, and matters related to, the City's Sustainability Framework.	Residents	7	Resolution No. 20-2575	2 Years	3	18 yrs old; Denton resident; no debt owed to City	7 Citizen voting members	Membership 1. Academic, professional, occupational, volunteer knowledge and/or experience in one or more of the following areas set forth in the Sustainability Framework: air quality; water; energy; transportation; resiliency; education; solid waste; land use.	Monthly	
Tax Increment Reinvestment Zone Number One Board	None	Advisory	Makes recommendations concerning the administration of the Zone; prepares and adopts a project plan and TIRZ financing plan for the Zone, submits the plans for formal adoption, and implements and monitors the project and financing plan.	Hybrid	7 + 2 Council members	Ordinance No. 2010-316; Ordinance 2011-127 TIRZ 1 bylaws; §311.009 of the Tax Increment Financing Act	2 Years	3	18 yrs old; no debt owed to City	5 Citizen voting members + 2 Council Members	2 Members must be residents or property owners in Zone 1; 2 members must be business owners in Zone 1 or a member of Denton Chamber of Commerce	Every other month	
Tax Increment Reinvestment Zone Number Two Board	None	Advisory	Makes recommendations on the administration of the Zone; prepares and adopts a project plan and TIRZ financing plan for the Zone, submits the plans for formal adoption, and implements and monitors the project and financing plan.	Hybrid	15	Ordinance Nos. 2012-366, 2014-039, 2014-274, 2015-370, 2016-354 and 20-441; Ord. 20-440 TIRZ 1 bylaws; and §311.009 of the Tax Increment Financing Act	2 Years	3	18 yrs old; no debt owed to City; resident or working in the zone	Same as Economic Development Partnership Board + 2	None	At least once a year	
Zoning Board of Adjustment	None	Quasi-Judicial	Provides a vehicle for citizens to appeal zoning interpretations and decisions of the Building Official, and request variances from the zoning and sign regulations in the Denton Development Code. The Board may also make final decisions regarding changes, the reestablishment, or termination of nonconforming uses within the city.	Residents	10	Ordinance Nos. 69-1, 94-078, 99-218, and Ordinance DCA22-0002d; §10.07 of the City Charter; also referenced in §2.3.4 of the Denton Development Code.	2 Years	3	18 yrs old; Denton resident; no debt owed to City	7 Citizen voting members + 3 Alt. non-voting members	None	Monthly	Yes

EXHIBIT 2 - CITY COMPARISON

CITY	POPULATION	TOTAL BOARDS	PROCESS TO APPOINT BOARD MEMBERS
Arlington	403,672	13	2 Big appointments twice in the year. Apps sent to council members to review. They submit their nominations to "Mayor and Council Office" who handle B&C nominations. They vote 'in bulk' at a Council meeting. Their process is similar to ours in that nominations are made by each council member to various boards. Some of their boards have different terms and end/start dates.
Plano	293,286	23	Most of the City of Plano's standing board, commission, and committee appointments are made during the annual process (July through Sept.). Applications may be submitted at any time and will be considered should openings occur during the year. In addition to boards and commissions, the City Council may, from time to time, appoint short-term committees for special purposes. All Council appointed board, commission, and committee members adhere to a Code of Conduct. All appointments are made at the discretion of the City Council. In general, it is the Council's policy to appoint persons to a maximum of two terms on any board, commission or committee. Members who do not maintain at least 75% attendance of regular meetings may be removed from office.
Frisco	235,208	14	The City of Frisco accepts online applications for Boards/Commissions annually during the month of July. Term dates begin October 1st and regular attendance is expected. All terms are for two (2) years unless indicated otherwise. City Council will appoint members to the various Boards/Commissions at the second City Council meeting in September. All applications received but not appointed are kept until June the following year and used as the pool of candidates should any unexpected vacancies occur throughout the year.
McKinney	227,526	22	Applications are valid for 1 year, or until the application deadline date (3rd Friday in June). Council considers applicants stated board preference, but may appoint applicants to any board. On or before June 30th, the City Council sets dates and times for candidate interviews, which are held in an open public meeting with a posted agenda. (Discussion can be held in closed for certain boards). Board liaisons can attend and can submit their list of preferred nominees from the applicants/interviewees prior to the Special Council Meeting at which appointments are made. After the interview process, the Council considers the recommendations and nomination lists for eligible applicants on the 4th Tuesday of August. The City Council makes appointments through an open preference procedure wherein each Council Member's preferences are openly registered prior to the presiding officer's acceptance of any motion for approval of an appointee for an unfilled position. The Council may meet in a WS prior to the Special Council meeting to appoint members to discuss preferencing nominations. Appointments are effective from October 1 (unless to fill a vacancy), and terms are 2 years for most boards.
Denton	165,998	27	Currently, CSO sends applications to each Council Member at least quarterly, with a report of vacancies needing their nomination from the pool of applications submitted. As a nomination is received, the applicant is vetted by CSO and, once cleared, is placed on an agenda as an individual item on Consent Agenda for consideration and appointment by Council. If contested, nominations are discussed on IC agenda.
Lewisville	135,983	21	The mayor proposes 3 two-person council review teams, approved by council who are assigned one-third of all board applications (sent by CSO to each team). Each team reviews their assigned boards applications, conducts interviews, and submits recommendations to CSO to compile into a final list, which is placed on a council agenda for board appointments. Appointees & reappointees are invited to the next council meeting to be sworn in. Marketing promotes the application period via City website, social media, & outreach to churches & organizations for a diverse applicant pool.
Carrollton	135,456	11	City Council discusses appointments in an October work session. For some boards and commissions, they may require interviews of potential candidates. If selected for an interview, candidates are contacted to schedule a time. Council makes appointments to Boards and Commissions during the October meetings. Selected applicants are notified in early November and will begin their term in November. Applications are considered for vacancies and other opportunities that arise during the year. Applications to be appointed during the two year cycle are accepted from January 1 online.
Round Rock	135,359	8	The Council reviews the memberships of boards and commissions each year and makes appointments to them annually. Applications are accepted annually from June 1 to July 1. Outside of this period, applications are only accepted if vacancies arise during the year. Notices for such openings are posted on the city's website with information on how to apply. Terms on city boards and commissions are two (2) years and terms are staggered. No member may serve more than 8 consecutive years on any one board or commission. Appointments for expiring terms are made at the first City Council meeting in August of each year. New members take their seats at the first board/commission meeting that occurs after September 1.
Richardson	118,221	14	Applications are accepted online and in the City Secretary's office and are kept on file for two years. As vacancies occur on the various boards, applications on file are reviewed by the City Council and an interview may be scheduled. Appointments are made at the Council Meetings and applicants will be notified by City Staff. As City Council evaluates applicants, value is placed on the following categories: leadership program participation; community leadership & involvement; professional experience relevant to the board; application quality & motivation; additional value or unique contribution; as well as a selection from a diverse range of demographics representing all areas of the City.
Flower Mound	81,415	15	An open house 'come-and-go' event is held in late July, from 5:30pm to 7pm. Boards set up a table with their chair/vice chair and staff liaison and the public has an opportunity to learn about the boards first hand before applying. The mayor/council members attend and mix/mingle with public. The announcement of this date and the acceptance of applications (Aug 1 - 30) is included in the water bill insert that is sent to all households, followed by a social media push. Prizes are given for the best-decorated tables. (Residents from the Town's Citizen Academy often apply for a board.) At open session at a Council Special Meeting (not recorded/broadcast), the Council interviews all candidates. Council deliberates after in the pre-council room with candidates names on separate magnetized cards (attendance, training done, term expiration is included on each candidate's card) on the large magnetic board (allows moving around of candidate names) until Council reaches consensus on candidates for each board. After final selection, a draft motion sheet for each board is completed and action is taken by Council in open meeting on the draft motion sheets.

Coppell	43,196	9	Spring time into early summer, the City advertises upcoming application period for boards and commissions openings. Mid-August application period opens and closes in mid September. The city council interviews all applicants based on board. There is no consideration given to places, rather the city council members identify which dates they are available and scheduling happens based on availability. Two council members are present at each of the interviews. After each round of interviews is held, the interviewing council members advise city secretary who their recommended nominations are. After all interviews are concluded, a work session is held to advise the council members of the interview results and recommended nominations from each set of interviewing council members. Discussion is held and direction provided. At the next council meeting an item is presented typically on the consent agenda appointing all nominees. A group orientation is held where all newly appointed members are sworn in and provided information on their board and the expectations. The process concludes with certificates for the outgoing members presented at the last meeting in December.
Watauga	23,336	10	A Council Committee of 2 Councilmembers and someone from the CSO interviews applicants prior to the appointment meeting. The Committee then provides a memo/report to the entire Council as to their recommendations which is also part of the agenda packet. Council votes on the recommendation and in most instances the recommendation is approved as presented.
Trophy Club	13,666	10	Council appoints an Appointment Committee of 3 Council Members to interviews applicants. Dept. directors/liaisons, board representatives, or other stakeholders may be invited to participate, (non-voting). Interviews take place in July-August, appointments in September & terms begin October 1st. The Committee also considers applicants during the year if mid-year vacancies occur. After the interviews, the Committee submits a report to Council outlining recommended nominees which are then discussed at a session (not broadcast but is open to the public). At a subsequent regular meeting sometime in September, Council votes on appointments & terms start October 1st.
Northlake	7,138	5	In Northlake, the Council Members are provided with all the applications (binder) two weeks before the appointment meeting. if they so choose, they will contact the applicants on their own time to discuss their motivation for serving and get to know the applicants better. CSO also invites the applicants to the meeting, and some choose to speak during public input. The Council then goes down the list and nominates/appoints.